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SUMMARY OF OFFICE OF PERSONNEL HISTORY

Background for this paper is contained in notes written for HS/DCI by Personnel Office in 1952 and those for the Clark Committee, August 1954, in addition to miscellaneous material worked up in 1952 by HS/DCI.

All in folder Personnel Office (HS file).

June 1955

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check under to see if any changes in Pers. off. shown

THE OFFICE OF PERSONNEL

The Office of Personnel, CIA, did not come into being as such with the formation of the Agency in 1947, but had its origin in CIG, with the establishment of the Personnel and Administrative Branch, ^{Personal Admin} which was charged with the responsibility of developing an organization.

The staff of the Central Intelligence Group totaled 165 persons. These were drawn equally from State and Navy Departments with 43 each, respectively and from the War Department (including the Air Corps), which supplied 79. ^{2/}

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☐ second draft, Personnel Office/

The Strategic Services Unit (descendant of the OSS) was still in existence, with the overt section (The Research and Analysis Division? Group?) transferred to the State Department and the covert (the SSU) taken over by the War Department. It was the small classification unit in this latter group which worked on position descriptions for the CIG Table of Organization in collaboration with the Personnel and Administrative Branch, CIG, and which was subsequently transferred to that Branch. /Memo, Meloon to Jackson, 13 Dec 54, Subj: History, Office Personnel, CIA./ There was no

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appreciable outside recruiting during the early days (January to September

1/ CIG Admin Order ☐ October 1946. In Admin Orders ☐ 1946, HS files. 25X1
The following sections were established: Class & Salary Admin (Section); Medical Services; Procurement and Assessment; Transactions and Records; Training; together with Hqs and Hq. Det. and Naval Command and an Employee Relations Section.

2.

1946 and no formal recruitment or procurement section as such prior to September, 1946, since the directive establishing CIG provided for the transfer of personnel and facilities from the Departments of State, War, Navy. Attention was therefore directed in early recruitment to inter-agency procurement. Some individuals were brought to the Group from the OSS (individually) by direct interview and negotiation with the head of the Personnel and Administrative Branch, but this still approximated an inter-agency transaction. Certain other units of CIG were obtained through transfers from other organizations. (Memo to Jackson, 54)

What units?
What organs?

One of the difficulties of this arrangement was that the Director of the Central Intelligence Group had no right of hire or fire. Salaries and expenses of the Group were to be borne by the three interested agencies and there was therefore no budget established, nor was the authority to

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disburse any funds put at ^{CIG's} its disposal. Each department was held responsible for the clearing of the personnel it would send, with its security officer having the right of review. The final decision in every case rested with the DCI. The suggestion that there be an interdepartmental screening committee for this purpose did not meet approval, and ^{since} the screening of the individual agency did not prove satisfactory, the directive establishing this was rescinded 4 October 1946. [] III, page 51/ The CIG itself then took full responsibility for clearing its personnel.

The inability of hiring or firing at will actually ^{in part} took away ~~in part~~ from the Director his authority over the Group, since each intelligence agency worked along the lines of interest to its own Department. It was not easy to secure the necessary personnel by requisition from the departments, and the DCI felt for reasons of security as well as of efficiency he should be given full charge of selection and direction of his personnel.

[] IV, 13-16; III, page 13/ This he was able to effectuate in 1946. (September?)

With the capability of the CIG to hire its own personnel, and subsequently with the establishment of the CIA, personnel was considerably increased and programs were instituted to make personnel operations more

efficient. It was difficult to obtain qualified personnel to staff these programs, however. To increase the efficiency of the Personnel Office as more and more demands were made upon it, changes were made in the function organizational structure and size of the various segments of the Office.

As of 1 January 1949, with the general administrative change taking place in the Agency, the operational elements of the personnel management function were decentralized to two personnel divisions within administrative organizations serving the covert (Special Support Staff) and overt (Administrative Support Staff) components of the Agency, respectively. Staff personnel management responsibilities, including final position classification authority, were located in a separate personnel staff. At the same time, a Personnel Staff was established to provide

see I 4/1
org chart

Hist PO, 1954
version

(1952 version) policy guidance to the Executive of the Agency on personnel matters.

In October, 1950, the organization of various administrative offices was again altered in an effort to improve service to operating units. I 411
two Personnel Divisions (overt and covert) together with the Personnel Staff were united under the Personnel Director and reorganized under the following semi-functional basis: Personnel Division (Overt) was established to provide placement, personnel relations, and transactions and records service for the overt offices and a clerical pool and testing service for the Agency; Personnel Division (Covert) was established to provide personnel relations, and transactions and records service for the covert offices. The following were set up as central services: Classification and Wage Administration Division for a central wage and salary administration program; Personnel Procurement Division, for a central recruitment service for the Agency, replacing the recruitment services formerly provided by the Placement Branches of the two Personnel Divisions; the Military Personnel Division, previously located in the overt Personnel Division, was set up independently to continue its function as the central military personnel unit.

still in effect 19 Jan 51

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There are many unique problems which cannot be solved by following customary Federal personnel policies, procedures and practices, and for this reason the Agency has been exempted from various requirements generally established for Federal agencies; for example, the Civil Service Commission in September of 1947 excepted the Agency from all civil service competitive examination and certification procedures which are normally followed in making Federal appointments. In addition, in October of 1949 Congress exempted CIA from the Federal position classification and compensation system, and despite other provisions of law governing the separation or removal of Federal employees, the National Security Act of 1947 has vested in the DCI authority to effect terminations of employment whenever deemed "necessary or advisable in the interests of the United States."

The exceptions and exemptions accorded the Agency have determined the character of the Office of Personnel.

Its own lack of staff made it impossible for the Personnel Office to ~~establish the~~ *establish the* ~~give the attention it wished to~~ *the* the major programs which should have been ~~established under~~ *and necessitated* good management practice, ~~so that recruitment could go~~ *that recruitment could go*

8

Here
 forward. In recruitment, too, the dearth of personnel on the staff hindered proper fulfillment of its functions. There could be no organized attempt to give priority to search for given types or professions which seemed to be most needed. Because of the press of need for *bad* ~~personal~~, the Personnel Office was forced to recruit individuals, without knowing whether these ~~individuals~~ *they* would adequately serve the Agency's requirement for effective, productive work. The necessity for placement follow-ups, establishment of qualification standards to insure the obtaining and utilization of the best qualified *individuals* ~~individuals~~; establishment of classification standards ~~to~~ to insure equal pay for substantially similar work -- all the were realized and desired in those early years, but could not be concentrated upon because of the press of more immediate problems.

In the end of and of itself the expansion of recruitment forced the establishment of an adequate personnel organization, which is reflected in those operations, the names of which bespeak the duties performed. These units are: personnel procurement, placement, personnel relations, transactions and records, central processing, classification and wage administration; pool administration, testing and training; military personnel administration; career service, and a personnel Studies and Procedures Section. The growth of these will be discussed in the ~~next~~ *next* paragraphs.

Personnel
Procurement

With the expansion of the Agency, the increasing demand for qualified applicants had grown so urgent, that in late 1950, the personnel procurement function of the former Procurement and Placement Branches was separated from these Branches and was established in the Personnel Procurement Division.

As has been stated before, lack of people on its own staff presented the Personnel Office from adequately carrying out its duties. In this connection, the task of the early recruiter was tremendous. As of 31 December, the figures for the following years looked like this:

1947 1 recruiter, part-time
1948 1 "
1949 2 recruiters, plus one additional, part-time

In 1950, with the establishment of the Personnel Procurement Division, the T/O of the new unit was authorized at 19 positions, substantially more than that formerly allotted to recruitment. There was an increase to 109 in these authorized positions in _____. There were now 10

were these 8
full- or
part time?

recruiters, plus one part-time, until September; and eight from September to December, inclusive. In 1951, there were 18 through May; as of 31 December 1951, 45 recruiters and one consultant on duty. It was contemplated that by 30 June 1952, there would be 72 recruiters and 25 consultants.

some of whom would be only part-time employees. A portion of these recruiters would be general recruiters; some of them would be for specific offices. In January of 1952 there was at least one special procurement official for each office of the Agency. By June 1953, the situation was /identical? changed in any respect? /

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A survey and re-evaluation of the functions and accomplishments of Personnel Procurement Division was conducted in April and May of 1951. In the resultant reorganization of June 1951 recognition was given to the fact that field recruitment must be intensified; that these recruiters should be responsible citizens of broad acquaintance in industry, business, education, science, and specialized fields of endeavor; and that this staff should be allowed maximum flexibility and freedom, consistent with security requirements, in contacting potential candidates for these vacancies.

Colleges and universities; technical and vocational schools; high school

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commercial schools; overseas scholarship holders (Rhodes, Fulbright, Rotary International, etc.) -- all these ^{are} ~~were~~ tapped as possible sources for personnel. ^{The Junior Chamber of Commerce} ~~will recommend~~ promising young citizens of towns where it has chapters.

Field recruitment has been supplemented by local recruitment in Washington via the Personnel Office itself, and by suggested names of qualified candidates from the personnel presently on duty.

Having gotten the name of the candidate and having ~~he~~ his personal form completed, and forwarded, Procurement was really not done with the matter until the individual was actually on the job, for conceivably in long waiting for clearance, an individual might get tired of waiting, ^{as a result} ~~be~~ pressed by circumstances, or by any numbers of unknown factors, ~~to~~ a position elsewhere and ~~would~~ slip away, thus leaving the recruiter to start his task again.

This was one problem. Other problems associated with personnel procurement in this Agency are inherent within the work itself: the personnel requirements are varied. One cannot go to a Civil Service register and request individuals for certain types of work, for these types are not covered in the ordinary routine. Security is a limiting factor. Many

otherwise desirable candidates are disqualified for this reason after considerable amount of time and money has been spent on them. The of the work and personnel may be unattractive to a certain type of mentality. Personnel must be willing to serve anywhere at any time is a special relationship with other branches of the Government, and must have familiarity with the problems of agencies which CIA serves. The youth of our organization and the changes and uncertainty which vailed during the early years have made more difficult the recruitment holding of personnel. The Dulles Report (pages 26 et al.) recognizes difficulties in commenting on the staffing of the Agency

I 12/1
Is this correct?

as of June 1953 was
The Personnel Procurement Division is now stabilized to provide program of overt and covert personnel procurement and to include the opment of recruitment sources and the procurement of qualified personnel meet the Agency's staffing requirements.

Covert

The procedure for the hiring of covert personnel is generally similar at the outset to that of overt. Personnel procurement both locally the field covers both categories. However, separate interviews are and placement is handled separately. All covert personnel must agree principle to overseas assignment, and are subject to restrictions beyond those placed upon overt personnel.

Oct. 1957
Jan. 1953

1

Placement Division

The Placement Division is primarily responsible for initial person selection and in-service assignment. When operating as a combined promotion and placement activity, the placement units were almost totally concerned with obtaining and initially assigning personnel. In the period when recruitment was going on at its most rapid (1950), this Division was so immersed in meeting the demands of the individual offices for personnel that it had no time to review subsequently whether or not initial placements were satisfactory. ~~In~~ the face of uncertainty as to the types of people needed for various positions, it is especially important to evaluate the success of placements to determine what kind of qualifications has been ~~not~~ more successful. Conversely, if individuals so placed were dissatisfied with their jobs, it should be possible to discover this at the time of placement follow-up, and thereby save a great many people for the Agency who might otherwise be lost. Among this group may be counted that person which would perform adequately in a position, but whose individual capabilities might well be used to better advantage in some other type of work.

1950 correct?
What about state-
ment?

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In the course of their work, placement officers are required to be in close and constant touch with the operating officials to improve the personnel program of the Agency. They can and do offer expert advice and assistance not only to individual supervisors, who are the real point of contact with the individual, but to Agency management with the view of establishing and maintaining an effective working program of personnel management.

Para 2

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☐ draft 52

Has this been corrected to any gr extent?

What part probs were met 50-53 & overcome?

In addition to trying to fit the right person to the right job, Placement's problems were multiplied by the inability to assign personnel to positions over GS-5 without an interview, involving a loss of time if, as often happened, a ^{well} file was sent covering a suitable applicant. No action was taken by the reviewing staff office. As much time as 30 days might elapse without definite decision/^{have} being having been made which could mean the difference in holding on a to a candidate.

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Pool, Testing and Training

When did Pool
bec Interim
Assignment
Branch?

Having procured the personnel and having placed them on a T/O, there remained the problem of how to keep the individual occupied until proper security clearance was obtained, a period amounting to approximately 90 days. A partial solution was developed which permitted the hiring of the individual after provisional clearance and assigning him to unclassified work during the investigation period. For the clerical and stenographic help, a pool was set up to provide the necessary supervision, and advantage was taken of the opportunity to train ^{this} the personnel prior to permanent job assignments. The training aspect therefore of the Pool has been increasingly emphasized.

When was this
& how does it
stand, 6/30/53
What are the
instructions for
this?

At one time ^{has} the Pool maintained ^{up to} an average number of 60 uncleared employees ^{then June 7 1953.}

While this method applied very well to clerical and stenographic personnel, ^{such} this holding operation worked less well with those of professional status, ^{although} some of the sub-professional and technical employees were assigned to the Pool, pro tem.

Since employees are assigned to ^P pools upon the discretion of placemen officers in personnel, there are no clear reasons why some of this group

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were put in the clerical pool, since normally they would go into the Unclassified Training Group A (O/Training), in which they were put to work doing various unclassified projects. Perhaps a reason for any of them being in the clerical pool at all was that when their clearances came through, the offices to which they were assigned could have them forthwith instead of waiting until they had finished the training project on which they were working.

The Pool was initially sponsored by the Testing and Evaluation Section of the Procurement and Placement Branch, but was separated from that Section and placed under Placement Branch in _____. *It was subsequently* In the reorganization

where of _____ it was returned to the Testing Branch, which was then renamed the Testing and Training Branch. *and later in the* A more recent reorganization of _____ *again separated* separated the Pool again from Testing, *to become* and it is now the Inter-

Assignment Branch of Personnel Division (Overt). This arrangement places the responsibility for administering the Pool in the Personnel Office and responsibility for training operations in the *P* pool in the Training Office.

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Testing

The testing programs in CIA were initiated in October 1947 to assist placement and operating personnel in making decisions about individuals by supplementing information available to them ^{from} on personal history forms and interviews. It was originally confined to testing ^{the} clerical ability, typing and stenographic skills of clerical personnel. As the demand for testing service increased, the program was extended to include all personnel for positions in GS-9 and lower grades, with a consequent expansion of staff facilities, in addition to test research and development activities, and one of the earliest research projects undertaken ^{as} a validation study of these tests. /Was this the survey made by

See following pages. What other research has been conducted? What result? Improvements were suggested in the above survey. What were they and were they put into practice?/

Test batteries were developed for general types of positions: Intelligence Officer, Administrative Assistant, Librarian, and Secretary. The program was hampered in unavailability of specific and accurate job information and ~~as usual~~ a lack of an adequate staff. Advisory service was provided, however minimum the research program was, by relying upon the

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professional judgment of staff members and the knowledge of the Agency they

25X1A9A had acquired. [redacted] F. [redacted] who first initiated this program, was advanced to Chief of the Personnel Division in the fall of 1949 and the unit functioned without any chief until the summer of 1950 when Dr.

25X1A9A [redacted] was appointed Chief of the Testing and Training Branch.

25X1A5A1 From May through October 1951, the [redacted]

25X1A5A1 [redacted] conducted at the request of the Director of Training a survey of the testing activities in various offices of the CIA, included in which was that of the Testing Branch, Personnel Office. The report, among other things, found that most CIA offices had a healthy awareness of both the uses and limitations of psychological tests for CIA purposes; the real need was for improvement rather than radical change; there was evident a need for more adequate coordination and central professional supervision of CIA testing activities. The appointment of a well-qualified psychologist on a high administrative level was suggested.

No validity studies had been carried on to determine the degree of success with which tests predicted job performance. The recommendation was a series of research projects to set up expectancy charts or tables so that the predictive value of various tests used by CIA might be accurately

What action was taken on these recommendations?

19

established. The report stated that it appeared to the survey group unlikely that the actual or potential needs for selection and placement testing in the Agency were being met by the testing activities then in operation. It was therefore recommended that CIA explore the question of how personnel procedures might be improved by the further introduction and application of scientific testing procedures.

Regarding the Testing Branch of the Personnel Office, specific weak points were noted, as follows:

Two tests of the Clerical Battery were considered totally inapplicable to the selection of clerical personnel. These were both dropped following the survey.

In some cases tests with time limits worked hardships on older people than those for whom they were especially designed.

A series of Differential Aptitude Tests, intended for use in differential prediction or indications of better performance in some areas than others, was being misused in that applicants were being accepted by some placement officers only if they were above average in every aptitude.

In a number of cases placement officers were in ignorance as to proper interpretation and use of test scores.

interpretation and use of test scores.

A number of tests in the Professional Battery had not been sufficiently validated.

Test results were often used as criteria for promotion, to the exclusion of demonstrated job performance.

Some of the projects being conducted by the Office of Testing and Assessment in 1952 were:

(1) Testing to help selection of professional trainees:

(a) For applications for the training program; tests of logical reasoning; basic number skills; verbal intelligence; and mental speed. Applicants scored in relation to norms established for college graduates.

For what reason?
Comparison only?

(2) Testing of professional trainees for vocational guidance.

Trainees are placed at the end of their Intelligence School course, based upon the basis of summary of test results plus interview with Chief of Testing and Assessment Branch

(3) Testing of UTG/A group (under O/Training) to determine nature of their training, and subsequent placement in Agency upon completion of their training

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- (4) Pre-instruction testing of administrative and clerical personnel and follow-up tests to determine worth of the training received;
- (5) Testing of all individuals for whom ^{external language} Georgetown Language Institute training has been recommended;
- (6) Conversational fluency testing of personnel for whom conversational language training has been prescribed;
- (7) Work on employee evaluation forms, part of the Career Development Program;
- (8) Continuous process of validation and study of all the tests used in the above-mentioned projects.

Classification and Wage Division

Trace posit
of this off in
FO structure.
Whr did it
stand vis-a-vis
overt-covert
comb & backup

The Classification and Wage Division is primarily responsible for assuring that CIA wage and salary policies are in ~~gall~~ alignment with general Federal structure and that similar pay is received for similar

Specifically, it is responsible for allocating Agency and NSC positions

(the personnel services for the NSC are provided by the CIA Personnel

developing Agency classification standards; conducting wage and admin

tration activities for departmental and field positions; directing, coord

inating, and
ing, conducting job analyses, position surveys and the development of

position descriptions; advising and consulting with operating officials

classification activities and problems; and establishing Tables of Orga

nizations.

Although the CIA is excepted from the requirements of the Classifi

cation Act of 1949, which prescribes position classification and salary

administration requirements for most Federal agencies, the Agency adhe

res as closely as possible to the principles and policies stated in that Act

Earlier and prior to its passage, the Agency had an understanding with

Civil Service Commission that we were privileged as to position classi

7 tion by virtue of authorities contained in PL 110, and the previous

Commission practice of reviewing Agency position allocation was discont

The problems were early apparent: certain positions of the Agency could not arbitrarily conform to accepted Federal norms because of unique functions, and specifications and criteria had to be set up without benefit of anything to lean on. The highly classified and sensitive nature of programs, operations and responsibilities of individual positions required special classification methods and techniques; rapidly changing operational situations brought on the necessity of classification review and decisions frequently had to be made without benefit of detailed information or organizational functions, programs, relationships, or duties of individual positions. The rapid expansion of the Agency, coupled with geographic dispersion and variety of occupations, has added to the problem.

Classification for most positions has been accomplished by a number of standards, including those of the Civil Service Commission for jobs of a similar nature, and surveys made within the Agency on an individual basis. Having set up criteria and set up the jobs, written descriptions of duties performed in each job have to be periodically reviewed to keep them on a current basis.

The Classification and Wage Division is basic and provides a

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fundamental service to the entire personnel structure. Job qualifications are determined in knowing what a particular job is to entail; training programs can be set up after ~~working~~ knowing what the nature of the job is, and the difficulties and responsibilities surrounding the position. The in addition to aiding recruitment and placement, it assists in training career development.

In 1947 the Classification and Wage Division had a staff of _____ and its accomplishments were _____ positions surveyed and classified.

The activity and volume of work performed by the Division may be seen in the table below:

<u>Fis. Year</u>	<u>Number on Staff</u>	<u>Positions Surveyed or Classified</u>
1948		
1950		
1953 (Mar)		

25

Transactions and Records Branches~~Covert-Covert?~~

The Transactions and Records Branches (Covert and Overt) are responsible for processing appointments, promotions, separations; assuring that these actions are taken under proper authority meeting legal and regulatory requirements, and reported to proper offices. Position controls or inventories are maintained, showing a record of each position authorized in the Agency according to grade, salary, organizational location and occupancy. In transfers, service record cards, which serve a dual purpose as a record of the individual's Federal employment and as a record of the staffing of a particular job, are transferred appropriately. Proper netia notation is made when a candidate is placed in process for a particular vacancy in order that two individuals be not recruited for one job.

The Transactions and Records Branch (Covert) has the additional and unique problem of fulfilling this responsibility for overseas operational positions. Certain special security requirements must be satisfied relative to employment of semi-covert and covert personnel; both within the continental US and overseas.

Unte- Until _____, this Branch took care of all phases of integration into other Departments for cover purposes; a this responsibility has now been transferred out of Personnel Office.

Keeping records on those personnel awaiting overseas assignments or those returned from overseas becomes a fairly complicated matter, not the least of which is the particular security problems raised by the nature of the Agency's mission.

The Transactions and Records Branch, in addition to its other work, prepares various statistical reports since it is the source for all official personnel documents on the individual members of the Agency. It also performs many miscellaneous tasks which are not inherently the responsibility of any particular personnel function.

In the period, 1950-1953, the Transaction and Records Branch (Overt) processed _____ security initiations as the first step in the employment of prospective employees.

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Central Processing

This is a phase related to the processing of employees of the Covert Branch. It provided a central processing service for all personnel en route to overseas, or returning. Originally an individual ^{assigned} en traveling overseas, ~~for example~~, would be required to go to individual offices for various activities relating to his travel: he would go to the fiscal office for fiscal matters, to the medical office for necessary examinations and medications; and to Travel to be sure all orders were correct. ^{He was} therefore before final clearance ^{he was} walking to many offices in many locations to accomplish his processing. In addition, there was a need for coordinating the activities performed by each of these offices. As a result, a Central Processing Branch was instituted.

What date?

^{There was} service
A central ~~service~~ was installed during the period in which there was a special Personnel Division (Employees Division) located in the Special Support Staff, which provided administrative support to the covert offices.

Why was it abolished?

This service was abolished in a subsequent reorganization ^{reverting} reverting to the separate offices. However, the central service was reinstituted as the result of a request for a simple and more efficient system.

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Personnel Relations (Covert and Overt)

A Central Personnel Relations unit was ^{originally set up} ~~established~~, to serve all offices except OSO. It provided personnel with a whole range of counseling and guidance on matters relating to personal adjustment, domestic problems, assistance to members of the family of employees of- who become mentally incapacitated, work productivity and job satisfaction; housing, recreation, hospitalization, carpools, child care, education, blood donor program, and fund raising campaigns; problems re leave; extended leaves of absence; military training, retirement; review and recommendation of appropriate action in disciplinary cases; and handling of personnel grievance.

As it operated in the early days, these matters, especially those of discipline and personnel grievances were handled only when ^{no other action} ~~nothing else~~ could be accomplished. On ~~the~~ principle that it is better to take care of a matter before rather than afterwards, these matters are now handled immediately after the supervisor has judged that he cannot help, in order that an employee not get to the last stage and separate from the Agency. The pre-exit interview was specifically instituted to prevent an individual from separating, if possible, and secondarily, to benefit by any experience gained to prevent a recurrence of any situation.

The Agency does not request deferment for draft-age applicants whom it may desire to hire. This class of applicant, however, may be considered for overseas field duties, but not for departmental assignment. In any case, Selective Service national headquarters are of the employment of any young men of draft age. Occasionally, an applicant is willing to accept, after training, immediate overseas duty of a certain nature. In such case arrangement is made to exempt the applicant from the advice of the Agency that he is usefully employed.

In Fiscal Year 1953 there were the following summary of requests to the Department of Defense, and authorizations for military personnel:

Following is a summary of requests to the Department of Defense for Fiscal Year 1953, and authorizations for military personnel:

Beginning

End

--	--

The tendency in subsequent fiscal years has been toward decreasing requests.

/Do we want to put in about military men on the roles, retired, and they are paid? /What historical interest is there?

25X9A2

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Personnel Relations Branch has been instrumental in developing plans for an employee Welfare and Recreation Association, which has been organized for CIA and will assist this group as it can.

When?
The Personnel Relations Unit (Overt) provided the central service until a Personnel Relations Branch was installed in the Personnel Division (Covert).

1. page 5 of June 1952 statement, last sentence says, "reorganized unit in the Overt. What was it reorganized from?"
2. The Incentive Awards Program is administered by this Division (not was) it instituted and how did it benefit the Agency?

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30# *h*

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working

notes attached to training mentions ~~writing~~ understanding

/in 1952/ with services to the effect that CIA can enter an employee into

1. Military service and receive him later as a civilian after he has completed all the service time and training requirements; also
2. Under considerations is a plan for allowing men chosen by CIA to enlist in service, receive training, and then come to CIA in a military capacity for the remainder of his service time.

What was ever done about these? Are they now in effect?

31

Personnel Studies and Procedures Staff

The Personnel Studies and Procedures Staff was set up in April 1951 to assist in all phases of the personnel program, especially in the Agency's objectives on personnel management. It had as its initial duties the surveying, reviewing and reporting to the Personnel Director on all phases of the personnel program, field and departmental; developing and coordinating legislative, budgetary, procedural and reporting requirements; planning, developing and conducting studies of personnel office organization, staffing, standard operating procedures, and special management programs and studies as required.

Could we
have a few
major ones?

To these have been added the development and coordination of recommendations concerning policies and procedures on manpower requirements in support of the Agency's mission and of its mobilization and operations in times of national emergency; the development of an Agency personnel reserve program; analysis and presentation of comprehensive personnel statistical reports, and continuous review of the effectiveness of personnel programs and activities both at headquarters and in the field.

/what particular accomplishments took place during 1950-1953?

When did it become "Planning and Analysis Staff"

32

Career Development (Management?) Staff

Is this so?

The Career Development Staff was established in October of 1951 to aid the Career Service Committee in its implementation of a proposal to establish a career program in CIA.

Where is this
lettr and why
was it wrtn
to McCloy?
What insti-
gated it?

The idea of a career staff had its origin in a letter written by General Smith on 17 March 1951 to the Honorable John J McCloy, _____ (title), in which the DCI expressed an interest in building up a corps of well-qualified men in the Agency who would be interested in making a career of intelligence. In consequence of this desire, the Office of Training prepared a plan endorsed by F. Trubee Davison, Assistant Director of Personnel, which was transmitted to the DCI on 3 July 1951 by Colonel _____ Director of Matthew B. Ford, Training. The DCI approved this plan in principle on 24 July 1951, and on 7 August 1951 there was distributed for comment and recommendations to the Deputy Directors and Assistant Directors, "A Program for the Establishment of a Career Corps in the Central Intelligence Agency." The DCI then established on 13 September 1951 a Career Service Committee, consisting of General F. Trubee Davison, AD/Personnel (Chairman); Mr. Sherman Kent, Assistant Director for the ONE; Mr. Richard Helms, Assistant Director of for the Office of Special Operations and Colonel Matthew

Baird, Director of Training. In addition to implementing the proposal to establish a career program in CIA, the Committee was asked- asked to resolve such differences of opinion which were noted in the comments and recommendations received. [redacted] was designated the Executive Secretary of the Committee.

The first meeting of the Committee was on 24 September 1951. There was established eight Working Groups to cover Selection Criteria, Employee Rating, Career Benefits, Trainees, Extension Training, Rotation, Personnel Development Program and Honor Awards. Each of these groups was assigned a series of specific problems and the Executive Secretary was directed to coordinate their activities. Detailed records and minutes were kept so that the complex matter could be adequately covered.

With the resignation of General Davison in April, the Deputy Director for Administration, Mr. Walter Reid Wolf, became Chairman, and Mr. Kingman Douglass, AD/CI, subsequently replaced Mr. Sherman Kent.

Progress Report was made to the DCI on 22 January 1952, in which the general framework of the proposed Career Service Program was laid out.

In commenting on the progress report, the DCI on 7 March 1952 noted eight

34.

major points each containing a number of items which he wanted considered.

With the calling back of four of the Working Groups and the establishment of a new one, these matters of controversy were resolved during April and May, and final details of the proposed program planned.

Final Report of the Committee was forwarded to the DCI on 11 June 1952 and approved by him on 13 June 1952.

In his discussion of the background of the career service program in August 1952, 1954, Mr. Lyman B. Kirkpatrick traced some of the problems facing the groups in their first meetings which they had to obviate. One of the most controversial, for example, was whether or not CIA should have a commissioned corps of workers: "commission" in this sense -- a Congressional commission signed by the President, or whether the present system of appointments by the Director should be maintained. It was decided in favor of the system we now have, which was deemed more flexible.

There was the problem of obligation. Should our personnel be asked to accept an obligation to the Agency, or should the present system in which an individual is free to leave at any time he chooses be retained? This was such a controversial problem that there was almost a direct cleavage in the Committee.

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The operations of the Agency range in interest from an almost complete overt ~~to~~ to the most clandestine of activity. Individual talents are diverse in character. Could then there be one career service encompassing this diversity, or should there be a group of associated career services? Having considered our internal complexities, the status of the Agency in the national intelligence structure, and its existence in the world today with other intelligence services, the answer ~~is~~ was in favor of a single intelligence service of all personnel within the Agency.

The Working Groups, all composed of individuals at the level of staff and division chief, put much work into these ~~sa~~ studies.

Subsequent to the Final Report of the Career Service Committee 25X1
7 June 1952, the Career Service Board was set up. /CIA Notice
dated 19 June 52 ./ Since the Board has been in existence, it has worked out the final details of the career program./launched in August of 1954;
see Lyman B. Kirkpatrick, "Background of Career Service ~~Fee~~ Program,"
CIA Career Service Conferences, 3 August 1954./

In passing, there may be noted some of the topics of those ~~groups~~ who continued their work. The Honor Awards ~~Group~~ Group studied a new ~~for~~ for those intelligence workers whose exploits could never be publicized.

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Special Contracting, Allowances and Processing Staff

The Special Contracting Unit, Administrative Staff (Special) was transferred to the Personnel Office under date of 15 September 1952, to become the Special Contracting, Allowances and Processing Staff. /cia notice 22 Sept 1952, Subj: Organizational ^{25X1} Change

This staff is responsible for recommending policy standards governing Agency contracts for personal services and certain other special contracts required in support of covert operations; for preparing and executing contracts; for the review of all field contracts submitted to headquarters for the complete personnel processing of all staff agents; for recommending policy standards for special allowances; and for reviewing and granting such allowances.

Early in 1953, Agency regulations concerning detailed military personnel were revised providing for the centralized control of such personnel to insure their receiving consistent treatment in conformance with CIA and Department of Defense policies. Fiscal Year 1954 covers the first year of operation of this staff respecting military details, ~~however~~ [×] /apparently the above staff actually began to get under way in fiscal year 1954, although it had been established previously./

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The Office of Personnel felt that little recognition was given to it, either by way of staffing, necessary authorities, or stature within the Agency during this period and it was not until 1951 that proportionate increases in staffing authorization and authorities needed to perform the personnel management job began to be granted, allowing the Office to proceed on a proper program. The requirements became established as of fiscal 1953 and a change in concepts of internal Agency security requirements were instrumental in allowing an increasing effort and attention to overall aspects of personnel management. The placement activity was extended, classification standards drawn up to correspond to the unique Agency requirements, and complete and accurate record keeping systems established along with employee service programs.

What were these & how did they affect Personnel?